

REPORT ON THE 1983 DHT BOARD OF TRUSTEES RETREAT

PURPOSE: To identify the needs, goals and objectives of DHT

PROGRAM: Prepared by Trustee Rich Miller and Executive Director Paul Thompson

PARTICIPANTS: Donald D. Slesnick II, President
Becky Matkov, First Vice President
John Ward Clark, Second Vice President
Marty Stofik, Secretary
Hank Hamilton, Treasurer
Liz Bishop
Tim Blake
Allen Caldwell
Beth Ann Clark
Arlene Commings
Jim Levis
Michael Maxwell
Rich Miller
Maggie Wood
Paul Thompson, Executive Director

The following summary is to be used as a guide by the Development and Long-Range Planning Committee, chaired by Trustee Liz Bishop, in preparing specific recommendations for consideration by the Board of Trustees.

**Dade
Heritage
Trust,
Inc.**

Historic Preservation Center
190 Southeast 12th Terrace
Miami, FL 33131
305-358-9572

IDENTIFYING EXPENSES AND INCOME

EXPENSES
 13494
 % of Total
 Budget

INCOME SOURCES (Paid % <=>)

1982	Carry-over	Dues	Contributions	Grants	Sales Special Projects	Interest Gifts Advertising	Revolving Fund
Operations \$41,200 (64%)	\$17,000 (41%)	\$2,100 (5%)	\$1,100 (2.6%)		\$20,000 (48.5%)	\$1,000 (2.4%)	
Membership Services \$4,100 (6%)	4,100 (100%)						
Special Projects/Capital Projects - WASH							
TOTAL: \$63,900							

1983							
Operations \$52,300 (57%)	14,400 (28%)		5,000 ^a (10%)	3,300 ^d (6%)	19,500 (17%)	1,100 (2%)	\$9,000 ^b (17%)
Membership Services \$15,000 (16%)		10,000 (67%)				5,000 ^c (33%)	
Special Projects/Capital Projects - WASH							
TOTAL: \$91,500							

1984 - Projected							
Operations \$60,000 (64%)	-0-		14,200 (24%)	1,800 ^d (3%)	30,000 (50%)	4,000 (7%)	10,000 ^b (17%)
Membership Services \$21,000 (22%)		12,000 (57%)		5,000 (24%)		4,000 ^c (19%)	
Special Projects/Capital Projects - WASH							
TOTAL: \$94,200							

a-not realized b-probable income c-advertising from magazine d-Jackson grant

FUND RAISING

Fund raising must be approached with a positive attitude. It benefits the organization and gives the donor a feeling of satisfaction.

Key to successful fund-raising is that people must ask other people to give, rather than just writing letters or filling out grant applications.

Average breakdown of giving:

10 donors give 1/3 of funds

100 donors give 1/3 of funds

Remainder of donors give 1/3 of funds

90% of gifts come from individuals

5% of gifts come from corporations

5% of gifts come from foundations

90% of donations come from 10% of donors

90% of effort gets 10% of money

Before beginning fund-raising efforts, it must be decided what kind of program the funds are to be used for, identify who would support that type of program, and from which sources of income they would give.

There are four kinds of funds:

Operating Funds - Given from disposable income on a regular basis

Capital Funds - Given from disposable income or accumulated assets

Special Purpose Funds - Given from current dollars or accumulated assets

Endowments - Deferred giving

POTENTIAL SOURCES OF INCOME

*IDENTIFIED NEED: Raise operating funds

Membership Program

This is the "bread and butter" of annual income. Most annual giving comes from the membership.

*IDENTIFIED NEED: It is essential that DHT increase its membership.

1983 membership:

83 new members - total contribution \$2,200 (\$37 average)

87 renewals - total contribution \$3,000 (\$35 average)

Renewals represent 45% response to renewal notices.

This is a very low figure and should be raised.

Methods of increasing membership:

Face to face - direct approach by present members

Direct mail - less efficient (1-4% response)

(Note: With direct mail, the first year's efforts usually are a wash. The profit comes from renewals in subsequent years. An intangible benefit is the education of those who do not respond by receiving information about the organization through the mailing.)

Direct appeal - Advertising, membership booths, etc.

**QUESTIONS: Should we continue serving people now on the mailing list who are not active, dues-paying members?

How should we better cultivate existing members to increase giving?

Should we hire a paid volunteer/membership director?

If not, should one Trustee be responsible for volunteer/membership activities?

Should we sell Wagner Homestead to Revolving Fund and use funds to hire volunteer/membership director and establish membership program?

PROPOSALS: Identify one Trustee to be responsible for generating funds.

Use loan to pay most pressing salary and administration bills, use rest for direct membership solicitation.

Put insert in magazine for pledges for specific projects.

Contact members by mailing magazine in envelope with letter from president, stating the financial situation and asking for funds.

Send follow-up letter to magazine asking if they want to continue receiving it, stating need for funds.

Put membership application in fall issue of magazine.

Acknowledge gifts with "bounce back" program thanking them for their contribution and suggesting another project to which they could give.

Target donations from members, ask for funds for particular projects.

Develop more aggressive, direct solicitation program.

Establish benefit package

Develop membership desk (taking DHT to the people).

Grants and Major Donations

*IMMEDIATE NEED: Develop program for major gifts

Before soliciting major donors, several steps must be taken:

Identify available sources

Determine what dollars they have available

Determine what type of organizations they give to

Establish their interest in the geographic area

Set a strategy to get them involved

Solicit the donation

When soliciting major donors, you must have options at your disposal. During discussion, you can pick up on the one they would be most receptive and responsive to.

Grant proposals should begin by DHT Executive Director contacting the foundation or corporation's Executive Director. A written proposal would be prepared, then DHT Trustees would contact their Trustees or Directors.

*QUESTIONS: Are there potential major donors in our membership?
If so, who are they?

Who do each of us know? When soliciting grants, person-to-person contact is essential.

High level donors expect performance. How do we show what we deliver?

Deferred Giving

*IMMEDIATE NEED: DHT needs an endowment for continuing income.

*QUESTIONS: Who are potential endowment donors?

How should they be solicited? Develop strategy and educate solicitor on many forms of deferred giving.

Other Potential Income Sources

Antique Show funds.

Revolving Fund - Its purpose is the ownership, resale and maintenance of properties. Arrangements will decide how DHT is to be reimbursed for use of staff services.

Jackson grant operating funds.

PROPOSED EXPENDITURES

*IMMEDIATE NEEDS: Operations budget for 1984 must be increased. Needs to include maintenance costs for Jackson and Wagner.

A new secretary must be hired for the office.

Archives for Jackson and Wagner must be established and maintained.

Partial list of programs we are involved in or have access to which will require staff time and possible funding:

Hispanic Heritage Week
Family Bicycle Day
Harvest Fair
Antique Show
Art Deco Weekend
Quarterly Meetings
Trustee Meetings
Executive Committee Meetings
Preservation Today Magazine
DHT Newsletter
Brown House
FTHP Conference
Dade Council of Preservation Boards
Restoration of Dr. Jackson's
Restoration of Wagner Homestead
Oral History Program
Banyan Festival
CEC Thanksgiving Weekend
Household/Artifacts Sales
Holiday Trees at Vizcaya
Archives
Architectural Materials
Publications Feasibility Study
Napier Library
Revolving Fund

*QUESTIONS: Are we going to stay at Dr. Jackson's? How long?
How should we use Wagner Homestead? What is its
future income potential?

PROPOSALS: Set up system at Wagner Homestead similar to Coral Gables House Board. Contact existing groups for docent program including Greater Miami Docent Program, Pioneers Club, Junior League. Contact Fine Arts Center Education Director to establish tour program in conjunction with Center. Establish gift shop.

Call members asking for monthly donations.

Contact S&Ls and banks.

ROLE OF THE TRUSTEE

DHT is a working board as well as policy setting body.
Development committee should plan, not execute.

*QUESTION: Should we strengthen advisory board for fund raising?

PROPOSALS: Develop ideas for membership program.
Identify potential contacts.
Look inside membership for prospective major donors.
Establish a volunteers committee.

At the Sunday morning session, Ms. Matkov presented the following summary of stated goals and objectives:

I. Make DHT a financially sound organization

A. Increase paid membership

1. Have president write an emotionally-appealing letter to mailing list (either 600 or 4500), to be sent immediately after magazine is mailed. Include return material. State the condition of DHT and ask for funds.
2. Call people on mailing list who have not renewed (55%). Ask them to get involved. Callers would have packet of information. Would fill out questionnaire based on members' responses.
3. Hold a social event in a home, each Trustee inviting five potential members.
4. Establish new membership levels (proposal attached)
5. Consider active/associate member categories.
6. Develop personal contacts.

B. Get Grants

1. Executive Director and Development Committee would do research and obtain proper forms.
2. Board will review lists of board of directors of corporations and foundations to find person-to-person contacts.

C. Fund-Raising Projects

1. Establish committee to research possibilities that require minimum up-front funds with maximum return. Possibilities include 11th Anniversary party, events during Preservation Month, house sales.

D. Continue Magazine

1. For fall issue, use light editorial/heavy advertising mix to optimize revenue. Will require assistance by all Trustees and additional volunteers to sell advertising.
2. Expand magazine staff to develop future base.

II. Determine Long Range Plans

A. Advocacy Program

B. Disposal or utilization of properties

C. Set priorities

D. Expand membership program.

1. Incorporate members into standing committees.
2. Continue communicating needs to members.

III. Establish Relationship Between Revolving Fund and DHT

SAMPLE MEMBERSHIP LEVEL/BENEFIT PROGRAM TO DEVELOP ANNUAL GIVING

<u>CATEGORY</u>	<u>COST</u>	<u>RECEIVE</u>
Associate Member	Open \$10 minimum	Thank you Copy of Membership Directory
Active Member	\$35	Thank you Copy of Membership Directory Invitations to social events, special programs, etc. Special mailings DHT Monthly Newsletter
Donor	\$50/year or \$5/month	All of above plus: Subscription to Preservation Today -
Patron	\$100/year or \$10/month	All of above plus: Copy of "From Wilderness to Metropolis" Two free admissions to Vizcaya Two free admissions to Cape Florida Lighthouse
Benefactor	\$250/year or \$25/month	All of above plus: Copy of "Miami: The Magic City" Two free admissions to The Barnacle Two free admissions to Spanish Monastery Invitation to special Benefactor's event
Trustee's Club	\$500/year or \$50/month	All of above plus: Two free admissions to all National Register sites in Dade County Invitation to special Trustee's Club event
President's Club	\$1000/year or \$100/month	All of above plus: Copy of (another book) Special President's Club event 10% discount at Resource Center
Founder's Club	\$5,000/year or \$500/month	All of above plus: Special Founder's Club event Personal tour for up to four people of Historic Sites in Dade County, conducted by Executive Director and/or President of DHT
	(Increased cost of per month gift pays for privilege of extended payments)	(Above are only <u>examples</u> of the type of things that could be offered)